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What is the Impact of Internal Marketing Strategies on Organizational Talent Retention?

A Case Study at Jupiter Marina Hotel

Abstract

Objective: This study investigates the influence of internal marketing strategies on organizational talent retention at Jupiter Marina Hotel (JMH), a unit within the Jupiter Hotel Group. The aim is to explore how specific internal marketing practices, such as employee satisfaction, engagement, and commitment, impact the retention of key talent.

Methodology: A mixed-methods approach, incorporating both quantitative and qualitative analyses, was employed. The study gathered data through a survey of JMH employees and structured interviews with management. Factor analysis and Pearson's correlation were used to assess the relationship between internal marketing practices and talent retention.

Findings: The results reveal a significant positive impact of internal marketing strategies on talent retention, particularly through the dimensions of employee satisfaction, engagement, and commitment. Practices related to leadership, communication, training, and cultural initiatives were found to be critical in fostering a supportive work environment that enhances employee retention.

Value Added: This study contributes to the understanding of how internal marketing strategies can be leveraged to retain talent in the hospitality industry. By comparing employee and management perspectives, it provides insights into the mechanisms through which internal marketing influences organizational commitment and reduces turnover intentions.

Recommendations: It is recommended that JMH and similar organizations strengthen their internal marketing practices, particularly focusing on leadership development, continuous employee training, and transparent communication. Enhancing these areas will likely lead to higher levels of employee satisfaction, deeper engagement, and stronger commitment, ultimately improving talent retention rates.

Key words: talent retention, internal marketing, internal marketing practices, engagement, fringe benefits

JEL codes: D21, D31

Introduction

Retaining organizational talent is a critical objective for Human Resources (HR) departments across various industries, especially in competitive sectors like hospitality. Talent retention is not only essential for maintaining organizational performance but also for fostering a sense of value and engagement among employees. As Chiavenato (2004) states, a sustainable organization is one that effectively recruits and retains its human resources, ensuring that they remain integrated into the organizational framework. The emphasis on talent retention extends beyond merely offering competitive financial incentives; it requires a holistic approach that addresses both extrinsic and intrinsic motivational factors.

In the contemporary workplace, particularly with the growing presence of Generation Z in the labor market, employee expectations have evolved. This demographic places greater emphasis on emotional wages, which include factors like work-life balance, personal development, and a strong alignment with the company's culture and values. Studies have shown that employees are more likely to remain in organizations that invest in their motivation and engagement, even when financial compensation is not the primary driver (Malhotra et al., 2016). According to this perspective, internal marketing has emerged as a key organizational strategy that emphasizes employee satisfaction as a precursor to customer satisfaction, thus creating a synergistic relationship between the internal and external stakeholders of a company.

Internal marketing, as defined by Ahmed and Rafiq (2002), refers to strategies that treat employees as internal customers, focusing on meeting their needs to enhance organizational performance. This approach is particularly important in service-oriented industries, such as hospitality, where the quality of employee interactions with customers directly impacts business outcomes. Jupiter Marina Hotel (JMH), part of the Jupiter Hotel Group, serves as a relevant case study for examining the role of internal marketing in talent retention. Characterized by a young and diverse workforce, JMH has successfully maintained high retention rates through the implementation of progressive internal marketing practices.

The present study aims to investigate the impact of these internal marketing strategies on talent retention at JMH. By examining both the organizational initiatives and employee perceptions, the research seeks to provide a comprehensive understanding of how internal marketing influences employee engagement, satisfaction, and commitment, which in turn contributes to long-term retention. Moreover, the study will explore how JMH's practices can serve as a model for other units within the Jupiter Hotel Group, with the goal of standardizing talent retention practices across the organization.

This research addresses a critical gap in the literature by connecting internal marketing practices with talent retention in the hospitality sector, a topic that has garnered increasing attention in recent years. Through a mixed-methods approach that includes both quantitative surveys and qualitative interviews, this study provides a nuanced analysis of the factors driving talent retention and offers actionable insights for both practitioners and scholars interested in enhancing human capital strategies.

Literature Review

In the literature review, topics such as marketing, internal marketing, talent retention, internal marketing practices and talent retention and, finally, the impacts of internal marketing on talent retention will be contextualized.

Marketing

Kotler (2000) identifies marketing as "a social process through which people and groups of people obtain what they need and want by creating, offering and freely negotiating valuable products and services with others". According to the author, marketing is perceived as a process based on products and services, with its main objective being to sell them, contextualizing marketing to the selling process (Kotler & Armstrong, 1993 & 2007). According to Drucker (1973), it can be assumed that there will always be a need for some sales effort, but the objective of marketing is to make selling super full. The goal is to know and understand the customer so well that the product or service adapts to them and sells itself. Ideally, marketing should leave the customer ready to buy. From there, all you have to do is make the product or service available. Referring to this perspective, it becomes possible to state that marketing does not carry out its various practices solely based on the objective of selling en masse, the concept being much broader and of extreme importance at an organizational level. It thus becomes a central objective in marketing practice, the study of customers reached by a given organization, adapting the sales object to individuals, so that the acquisition of such a product/service is merely the customer's choice, but with influence by the organization that proceeds with its sale. (Drucker, 1973).

Internal Marketing

Malhotra et al. (2016), characterize "internal marketing as any form of marketing within an organization that focuses staff attention on internal activities that need to be changed to improve performance in the external market". According to Malhotra et al. (2016), internal marketing "is the philosophy of treating employees and business units as customers and the strategy of shaping employment products to satisfy customer needs". Through the previous quotes, we are allowed to characterize internal marketing as the process of valuing internal organizational customers, "selling" their jobs through various practices that benefit employee retention, to satisfy their individual and/or collective needs (Ambler & Barrow, 1996).

Malhotra et al. (2016) state that "the fundamental logic is that companies need satisfied workers to have satisfied customers". According to the previous authors, "the task of internal marketing consists of increasing the internal work effort of personnel in order to satisfy the needs of external customers". In a complement to the previous quotes, Malhotra et al. (2016) argue that "the task of marketing is to develop a climate for effective marketing behavior, which is based on the logic 'happy staff equals happy customers'". Therefore, the concept of internal marketing is identified as an intermediate object, with the purpose of achieving organizational success. Internal marketing, through its strategies and practices, allows satisfaction of the needs of its internal customers, enabling them to achieve greater levels of satisfaction, motivation, and performance. Upon reaching such levels, the execution of the duties of the respective employees will become easier for them, allowing for greater involvement and satisfaction when carrying out what has been established. After disposing of the good or service to the external customer, the employee demonstrates his satisfaction with this role, allowing not only the satisfaction of the employee but also of the customer (Arthur & Rousseau, 1996ab).

This double satisfaction thus allows the creation of a bond of loyalty between external and internal customers and the organization itself, leading to selecting it in the future when a similar good or service is needed. In sequence to the previous paragraph, Malhotra et al. (2016) add that "the task of internal marketing is to enable employees to be aware of how each contributes to the performance of others along quality chains that connect to customers external" and go on to state, that "Internal marketing emphasizes cross-functional cooperation and collaboration in all forms of value co-creation". It is thus possible to say that internal marketing directs its orientation toward the customer, allowing this to be its highlight, prioritizing needs and satisfaction, respectively (Azêdo et al., 2012).

Leadership

As it is delimited as one of the references when addressing the issue of imposing internal marketing practices and, certainly, the feeling of appreciation that employees have toward their company, the need arises to address the topic of leadership in the present investigation. Wöcke and Pearson (2020) contextualize that "leadership is, necessarily, an agent of change, given that it has an inherent process of influencing the activities of an individual or a group, through skills that make it possible to transform knowledge into action, to the achievement of an objective in a given situation, resulting in a higher performance index".

From the previous bibliographical reference, a leader is an individual who can influence a group of people or collaborators, uniting them and achieving a common objective (Backhaus & Tikoo, 2004). Being related to organizational culture, leadership is a key factor in today's organizations, constituting one of the main tools used to apply internal marketing in organizations (Beugelsdijk & Weizel, 2018). It is through the leadership and its agent that the organization is in tune with its employees, offering and sharing the same ideals, once influenced and modelled by them to control their attitudes and behaviors, similarly to those of the organization in question. The training of leaders involves, among many other practices, the reconciliation between the mindset of the organization and its employees, allowing them to act according to what is practiced as "appropriate" for their organization but in an unconscious way, since they share the same values and attitudes. Internal marketing associated with the leadership technique is carried out through the appreciation of employees by their leaders and the qualities they have in their possession (Blau, 1985). Thus, through qualities such as positive attitude, self-discipline, charisma, competence, commitment/commitment, communication, trust, empathy, respect, justice, and relationships, the leader is defined as a target to be followed in his or her organization, being the object of admiration and respect from the various collaborators who interact with him or her (Reis & Silva, 2014). Therefore, the responsibility of organizational leaders includes aspects such as creating a positive organizational climate, where commitments are made to the professional and personal development of employees, as well as their improvement through continuous feedback (Churchill & Peter, 2000). Such aspects demonstrate to employees that the organization's primary objective revolves around their success, and it is also maintained that, through the present commitment on the part of the employer, employees feel involved with their organization, are productive in carrying out their functions, and transmit a feeling of loyalty to their workplace, with leaving it not an option (Diniz & Valdisser, 2018). Still motivated by the technique of leadership in the development of internal marketing, a key point for organizations to retain their employees is for them to be involved in organizational decisions, as well as for there to be openness to the dissemination of their opinions (Dutta & Majumdar, 2019).

Emphasizing that leadership is seen as a relational connection between employees and their leader, which is characterized as functional when the leadership agent is identified through various characteristics by his/her team such as personal ability, knowledge, relationships and need satisfaction (Reis & Silva, 2014). In this way, such characteristics of a leader can be motivated according to the typology that identifies him/her, and it may be possible to distinguish whether they are characterized as autocratic, democratic, or even laissez-faire.

As this is a case study and the literature review is associated with the present environment, it is necessary for it to be identified according to the characteristics and behaviors adopted by the organization, this being the Jupiter Marina Hotel (JMH). Demonstrating, in this way, the interest in the diverse opinions/perceptions of its employees and also present in this organization the importance of its autonomy in carrying out its functions, JMH is characterized as having a democratic leadership (Edwards, 2010). Reis and Silva (2014) argue that the "democratic style tends to develop employee participation in decision--making". The authors also add that the "leader delegates authority, encourages employee participation and frequently uses feedback during work".

The association with this type of leadership is, in turn, justified through several factors characteristic of the organization and its leadership, allowing it to be identified as democratic (Frey, 2020). Sharing the ideal that, for organizational progression, it is necessary for the work team to work in tune, the organization sees that for its success there must be a sharing of ideas and opinions, as well as openness to new suggestions both from the top of the hierarchy and from the opposite (Gonçalves et al., 2024). Reis and Silva (2014) add that "communication emerges in a natural and frank way, without fear". Thus, JMH promotes open communication among all its employees, without obstacles, and the emergence of new ideas whose sole objective revolves around organizational benefit and success (Gunz et al., 2000). The acquisition and retention of employees who are autonomous in their roles, and who become capable of making decisions for themselves, are also emphasized, as a characteristic of JMH as a key point for organizational success, in favor of the success of the organization (Irani et al., 2004).

Reis and Silva (2014) state that "in the absence of the leader, the work is carried out normally and there is responsibility and commitment from the group in the face of the challenges presented to them". The democratic style, as identified in the company in question, helps to emphasize that despite the absence of the leader, the team has to perform its functions at the same pace, being able to do so through its autonomy and responsibility, governing itself according to what has been acquired over time (Reis & Silva, 2014).

Compensation, Remuneration, and Benefits

Chiavenato (2000) states that "compensation consists of determining how the person is rewarded in exchange for their value to the organization. This definition places the focus of the decision on the person and not on the role. It's the person who should be rewarded, not the role". Chiavenato (2003) add that "we can consider that rewards are of two types: monetary (or extrinsic) and non--monetary 'intrinsic'. Only the first are called compensation". Rego et al. (2020) reflect that "both types of rewards are relevant to attract candidates, motivate them and retain them. Some people, at the beginning of their professional life, accept to work in an organization that provides them with prestige and development opportunities, even when the salary is modest". It is also added by other authors that "numerous people leave the organization, not because they feel that the salary, incentives and benefits are poor, but because they are not intrinsically motivated by the functions they perform" (Jou et al., 2008). To elucidate this theme, Allen (2021) suggest that "non-monetary remuneration or intrinsic retribution includes aspects such as challenging work, social recognition, prestige of the role or corporate social responsibility actions not covered in the categories of benefits". On the contrary, and based on Rego et al. (2020), "monetary rewards include rewards of an extrinsic nature related to work, encompassing salary and all goods that can be evaluated in monetary terms (e.g.: incentives and benefits)". Rewards are, therefore, one of the key practices for attracting, motivating, and consequently retaining employees in a given organization, and it is through their totality (compilation of extrinsic and intrinsic rewards) that those employees remain in this organization, with measurable objects being as central as non-measurable (monetary and psychological), (Kotler, 1998). Being confused as synonyms, the terms "rewards" and "compensation" are included in the same family, but they are not egalitarian (Allen, 2021). The concept of "rewards" is thus divided into two large groups, these being extrinsic rewards (referring to all those of a monetary and physical nature) and intrinsic rewards (equally important but measured through a more psychological nature) (Kotler, 2000).

Given this division, we can now mention that "compensation" is only included in the field of extrinsic rewards, which are driven by their monetary nature, which also motivates the permanence and retention of employees in the organizational environment, which consists of extrinsic retribution awarded to the employee at the end of a period (generally one month) of work, according to the employee's performance and professional profile. Compensation can be divided into three major components, these being fixed remuneration, variable remuneration, and benefits/indirect compensation, also known as "fringe benefits" (Allen, 2021).

Rego et al. (2020) state: "fixed remuneration includes all amounts paid in cash linked to the function or skills of employees (monthly or not)". In this way, fixed remuneration, made up of elements such as salary, time off, and allowances, is identified as the non-variable element of the compensation granted to the employee, being spent on the employee on a routine basis throughout their organizational career, generally monthly. The second compensation component, called "variable remuneration", is identified by its inconsistent format and non-routine nature, depending on the achievement of objectives (momentary or long-term) and the individual, group or organizational performance of employees (Chiavenato, 2003). Finally, "fringe benefits" ("benefits" in Portuguese), constitute all types of compensation not of a monetary nature, which may differ through the hierarchical level (from employee to employee, depending on their organizational position) or be the same for the entire organization, equally (Allen, 2021).

Methodology/Case Study

Currently with four hotels, the Jupiter Hotel Group network had its origins in 1978, with just one hotel unit, the Jupiter Algarve Hotel (formerly Hotel Jupiter). With the strong desire for expansion, nowadays the Jupiter Hotel Group is a hotel chain made up of four units, these being in the cities of Portimão, Albufeira, and Lisbon, of a seasonal and annual nature. With these two hotel perspectives in emphasis, the Jupiter Marina Hotel shares this characteristic with the Jupiter Albufeira Hotel, these both being the only seasonal hotels. The Jupiter Marina Hotel, founded in 2017, and with the unique characteristic of only receiving customers over the age of 16, currently has many rooms – 250 in total.

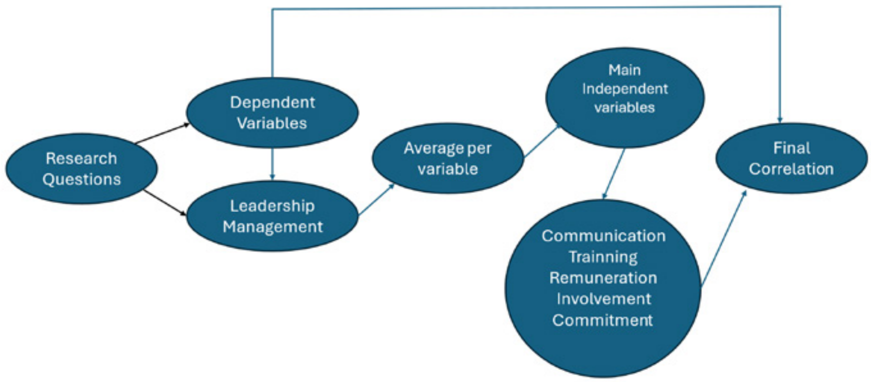
Initial Research Problem

The JMH, as well as all those belonging to the Jupiter Hotel Group network, have developed, throughout their journey, a more humanized perspective of work, making the journey of the employees who pass through there remarkable. Nowadays, this illustrious group sees as necessary the retention of its talents through practices related to internal marketing aggregated by the Jupiter Group. However, even with the consensus and equality of all these internal marketing practices in all respective hotel units, there are differences related to the capital retention that each hotel in this group presents. As the Jupiter Marina Hotel is a successful case in terms of talent retention for the respective hotel group, it became necessary to carry out a case study that would describe the impact of internal marketing practices on talent retention. Serving as an example for the other hotel units of the Jupiter Hotel Group, the analysis and results of this study also intend to identify which are the areas for improvement that can be exercised so that the other hotel units can achieve the same success as the JMH.

Research Design

The approach identifies as necessary for its execution the use of different types of research simultaneously, or one after the other, to continue with the comparison between them, thus resorting to mixed research (Wöcke & Pearson, 2020).

Table 1. Conceptual and Research framework



Source: Authors' own work based on main research concepts.

Thus, it becomes possible to explore the previous theme, comparing the different perspectives that inhabit the specific organizational environment, these being the perspective of employees and that of management, respectively. However, while it is necessary to acquire insights relating to these two poles, the issue of related research instruments arises, making it necessary to adopt instruments of a quantitative and qualitative nature (Reis, 2022). As the first part of the research is focused on the perspective of JMH collaborators, the researchers intend that its exploration involves a significant sample size, given the countless opinions acquired, thus being identified as reliable and extremely truthful, the sequence is expressed in the framework of Figure1. It is, therefore, considered more appropriate to use a quantitative survey for the first stage of this investigation, with the online questionnaire being applied as a data collection instrument. Reis (2022) admits that quantitative research allows studies to be carried out with large representative samples, generalizing to the respective populations. It is, therefore, advantageous to incorporate quantitative research that covers the perspective of employees, since a greater number of responses will be covered, taking up less working time with carrying out an online questionnaire, and being less expensive (Yang & Coates, 2010).

On the contrary, in the second part of this research, it becomes necessary for researchers to have perception and knowledge about the practices that are intended to be developed according to the case study. Therefore, the qualitative research method was selected to survey the perception of management, referring to structured interviews as an instrument of investigation. Reis (2022) mentions that, in qualitative research, the process and its meaning are the main focuses of the approach, with a predominance of more descriptive analyses offering a better vision and understanding of the problem. It thus follows that the acquisition of qualitative research, covering the leadership perspective, will allow for a greater acquisition of knowledge and a greater contextualization regarding the main concepts to be addressed in the investigation, as well as defining the organization's behavior toward them and their practices.

Questionnaire and Sample

For the development of the questionnaire and its statements, adaptations were made, through two master's dissertations, entitled "Influence of Internal Marketing on Satisfaction, Involvement and Organizational Commitment. A Case Study in Fast Food" and "The Influence of Internal Marketing on Satisfaction and Organizational Commitment: The Case of Guarda Local Health Unit, E.P.E. – Hospital Sousa Martins", which are from ISCTE Business School and the University of Beira Interior, respectively. In this regard, and since the two adaptations are similar, they present a division with several topics in common, generally focusing on the same impacts defined as crucial in the acquisition and development of internal marketing practices by organizations.

Adopting a Likert scale of five levels of agreement, this questionnaire is in line with its sources, divided into five sections, each focused on a different topic. The first category is intended only for descriptive statistics of the sample in question, and is thus entitled "Biographical Data", which includes data such as gender, age, marital status, operational department, type of contract, educational qualifications, length of service with the Jupiter Hotel Group and length of service at Jupiter Marina Hotel.

After the first category, the four categories, identified by the appropriate nomenclatures, appear: “Internal Marketing”; “Organizational Satisfaction”; “Organizational Motivation”; “Organizational Commitment” (Allen, 2021).

In the second category presented as “Internal Marketing”, through the previous adaptation that was prepared, several statements are likely to be made about which internal marketing practices are seen as usual in the present organization (Akroush et al, 2013; Allen,2021; Ting, 2011; Yang & Coates, 2010). To develop its statements, this category also acquired formulations of the theme related to internal marketing practices from authors such as Jou et al. (2008), and the Portuguese adaptation of the same, before Chiavenato (2003), or Allen (2021). In this way, the division of the dependent variable “Internal Marketing” and its independent variables that are included in it, such as: Leadership/Management; the formation; Communication and Business Culture Initiatives (Fringe Benefits) (Allen, 2021).

In the third category, entitled “Organizational Satisfaction”, and considering the adaptation made through the previously mentioned dissertations with the same purpose, several statements were reapplied and restructured, on a practical basis, to the main concept of the aforementioned section (Chiavenato 2003).

In the fourth category, “Organizational Involvement”, several statements are mentioned that demonstrate different strategies the objective of which is to promote the contentment of employees, which is a factor in their motivation through the appeal to attract and retain them.

The fifth and final category, “Commitment”, is the dependent variable. Through participants’ statements, the aim is to understand the level of relationship between employees and their organization through their permanence in it (adaptation of Allen, 2021 and Chiavenato, 2000, 2003).

This questionnaire includes a sample of 62 employees, 14 of whom are already on a permanent contract (permanent). Counting the study sample with 64 employees, it is also necessary to emphasize that 47 employees included in it resumed their roles at JMH this year, being part of the previous year’s team (2023/2024). After closing the questionnaire, when responses are no longer accepted, the document is inserted into the Google Forms platform, several graphs related to each section answered by the selected sample (N = 62) are automatically generated by the platform. In this context, 19 analysis graphs were created for the respective 62 responses, confirming each response as mandatory, with no follow-up to the questionnaire allowed without a full response to the questions addressed.

According to the responses obtained in the parameter associated with "Gender", the sample studied (N = 62) is subdivided into two categories, namely male (58.1%) and female (41.9%), with the largest distribution being male. The results obtained indicate that the predominant gender at JMH is female, with 36 responses. According to the data collected, it is possible to verify that the sample, associated with all JMH employees, can be divided into different levels of education/educational qualifications. The sample is thus subdivided into employees with primary education (24.2%), secondary education (45.2%), degree (19.4%), bachelor's degree (8.1%), technical education (1.6 %), and 12th year with addition of level 4 (1.6%). The predominant educational qualifications of JMH employees are, in descending order, secondary level, basic level, degree and bachelor's degree, respectively.

According to the sampling distribution drawn up automatically through Google Forms, it is possible to note a greater predominance of the operational department of the Kitchen (25.8%), followed in a decreasing trend with Housekeeping (27.4%), Reception (17.7%), Bar (9.7%), Restaurant (6.5%), SPA (4.8%), Management (4.8%), and Administration (3.2%).

Regarding the sample distribution, according to the length of service of employees, it is possible to note that the greatest emphasis is identified by employees who have worked in the hotel chain for less than 5 years (77.4%), followed by those are in the range between 5 and 10 years (21%) and, finally, between 10 and 15 years (1.6%).

Considering, in this way, the use of the Likert scale, with five levels of agreement, the previous graph shows the predominant sample distribution at levels 4 (Agree) and 5 (Totally Agree), with a high discrepancy in relation to the previous levels. In addition to the predominance of such levels and respecting the order of the questions (Appendix A), it is possible to note the appearance of level 3 (Neutral), although it is not very noticeable. Also, despite the discrepancy between the most prevalent levels, there is an evolution of level 3 (Neutral), with the same evidenced in the sample distribution related to internal marketing practices associated with training.

Results

As the study sample relates to workers at the Jupiter Marina Hotel and has an N = 62, it has several subdivisions. In terms of departmental division, the sample under study is divided into Administration (2), Bar (6), Kitchen (16), Management (3), Housekeeping (17), Reception (11), Restaurant (4), and Spa (3). In relation to gender, the sample has 36 females and 26 males, with females being predominant in the organization. According to Literary Qualifications, the sample is subdivided into four sections, these being Elementary Education (15), Secondary Education (30), and bachelor's degree (17), with a predominance of individuals with High School Education. Finally, according to the type of contract, with increasing sample size, there are the options of Certain Term Contract (52), Non-Term Contract (9), and Uncertain Term Contract (1).

The analysis of the main components, included in the factor analysis, has as its main objective the reduction of the dimensionality of the data, transforming it from a set of correlated variables into a set of unrelated variables. This analysis thus enhances the summary by considering the various variables arranged through its main components, simplifying its interpretation.

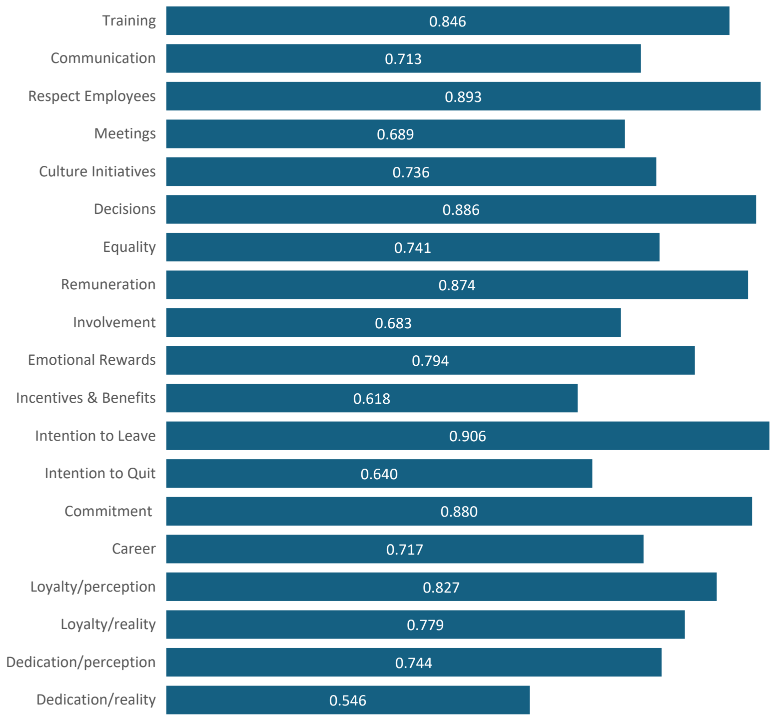
To carry out this study, four main component analyses were developed, associated with the sections set out in the questionnaire carried out on the JMH employees, such as internal marketing practices, organizational satisfaction, involvement, and commitment. Each principal component analysis, once processed in Jamovi software, produces component statistics, along with a verification of assumptions that justify the adequacy of a factor analysis.

Principal component analysis, being a factor analysis, becomes appropriate due to two factors, these being the verification of premises and the KMO values. Taking agreement between the four main component analyses, the verification of assumptions, taking p as a low value, rejects the null hypothesis, making it possible to note that the correlation matrix is different from the identity matrix, making sense to apply the test. If the corresponding four main component analyses agrees that all KMO values are greater than 0.5, the adequacy of this factor analysis is confirmed, and its use is continued.

Main Component Analysis – Internal Marketing Practices

The first main component analysis to be prepared, the analysis associated with the internal marketing practices section, is named as such, demonstrating its interconnection, being based on a parallel analysis of four fixed components. Having low singularities, they can be explained through the proportion of variance of each variable not explained by common factors. In other words, the demonstration of low singularities highlights the dimension of the variable explained by the component in which it is inserted.

Figure 2. Impact on Talent Retention of Internal Marketing Practices (score)



Source: Authors' own work based on questionnaire results.

As the main component analysis is associated with Internal Marketing, it is noticeable that it is subdivided into two distinct components, each of which has several variables associated with it, with high and low loads.

The first component is associated with the representativeness of employees' perception of internal marketing practices related to topics such as training, communication, and culture initiatives, which is called "Training, Communication, and Culture Initiatives". This component (Component 1, entitled "Training, Communication, and Culture Initiatives") has seven variables in its possession, which are dispersed according to their different weights in the respective component. Characterized as the highest loading variable in this component, with a value of 0.846, the high loading of the variable "The organization makes a regular commitment to training its employees" for the component of Internal

Marketing Practices associated with training, communication, and culture initiatives is noticeable. However, and characterized by its low loading, with a value of 0.713, the variable "Communication is a practice of great importance for organizational success" is the one that describes a lesser relevance compared to internal marketing practices associated with training, communication and marketing initiatives culture.

The second component is associated with the representation of employees' perception of internal marketing practices related to their management and leadership, which is called "Management/Leadership". This component characterizes the variable "Management values and respects its employees" due to its high load (weight of 0.893) compared to the previous component, with the variable "Manager regularly organizes and runs departmental meetings" having the lowest load, with a weight of 0.689.

When analyzing the component statistics included in the principal component analysis, it is possible to see that the first component ("Training, Communication and Culture Initiatives"), with its own value of 0.736, explains the majority of the principal component analysis.

Principal Component Analysis – Satisfaction

Thus, consisting of only one component, the main component analysis associated with Satisfaction characterizes the variable "Importance of opinion in departmental/organizational decisions" according to its high load, with a weight of 0.886. However, the variable "Equal Treatment by the organization" is characterized by its low load, having a weight of 0.741.

Principal Component Analysis – Engagement

Since this analysis of main components is associated with Involvement, it is possible to subdivide it into two distinct components, entitled "Component Involvement 1" and "Component Involvement 2".

In the context of the "Involvement Component 1", the variable "Performance and skills (involvement) are factors for adjusting remuneration" is characterized by its high load, having a weight of 0.874 in its component. In contradiction, still in the "Involvement Component 1", the variable "Involvement through flexible scheduling" is described by its low load, having a weight of 0.683 in its component.

In "Involvement Component 2", the variable "The emotional rewards offered to me have a positive impact on my performance and motivation" has a high load, with a value of 0.794. On the other hand, the variable "Involvement as a result of incentives and benefits provided by the organization" is described by its low load agreed to this component, having a weight of 0.618.

Principal Component Analysis – Commitment

As the last main component analysis to be developed, this, dedicated to the "Organizational Commitment" section, suppresses values lower than 0.54, maintaining a fixed value of four components. The present analysis and its division into four components are in accordance with the construction of the questionnaire prepared previously, and each of them is associated with the terms "Intention to Abandon", "Dedication", "Loyalty", and "Commitment".

As the first component relates to "Intention to Leave", it characterizes the variable "My leaving the company would not require personal sacrifice" due to its high load relative to the component, having a weight of 0.906. The variable "I would change jobs if the organizational climate were more favorable" is characterized by its low load on the "Intention to Quit" component, having a weight of 0.640 in the respective component.

The second component, entitled "Commitment", according to the employees' perception of their relationship with the organization, values through its high load the variable "I consider myself a fundamental part of this organization", taking the weight of 0.880 before this. On the other hand, and with a weight of 0.717 in the "Commitment" component, the variable "I would like to work in this organization for the rest of my professional career" is characterized by its low load related to the component.

The third component, entitled "Loyalty", is understood through the employees' perception of their loyalty, with the variable "I would feel guilty about leaving the organization" having a high burden on the component, with its weight being 0.827. On the contrary, the lowest loading on the "Loyalty" component, with a weight of 0.779, is the variable "I feel that I have a personal obligation to the organization, not abandoning it"

Finally, the fourth component is contextualized through the employees' perception of their dedication and is titled accordingly. It has the variable "I dedicate myself, totally to my work" as the highest compared to its component, with a weight of 0.744. However, the variable "I am willing to dedicate more time to my work" has the lowest weight associated with the "Dedication" component, with a value of 0.546.

Reliability Analysis

As an analysis measure, Reliability Analysis allows the evaluation of the internal consistency of responses to the corresponding questionnaire, considering the various statements relating to each component developed in the previous main component analysis, these relating to the sections of internal marketing practices, satisfaction, involvement, and commitment. In addition, through the use of Reliability Analysis, a comprehensive coverage of the responses evidenced by the sample is enabled, as well as the standard deviation and its characterization, thus describing the discrepancy of responses at different levels (Likert scale).

Regarding the different means associated with each of the variables, using the Likert agreement scale used in this questionnaire, it becomes clear what level of agreement the sample has regarding the given statement. In addition, the use of standard deviation allows the perception of the discrepancy/disparity of sample responses, with the higher the standard deviation value, the greater the dissipation between responses from the sample group.

Starting with the verification of internal consistency in the components, using the Cronbach's alpha coefficient, which takes values of 0.897 (Component 1) and 0.953 (Component 2), it is possible to refer to the high internal consistency of most items, which are correlated to a common subject. Taking into account the Cronbach's alpha values of each variable included in components 1 and 2 of internal marketing practices, which are lower than the scale in general, it is assumed that the elimination of each variable would impact the overall weight of the scale's alpha, which is relevant as it would reduce the internal consistency of each component associated with internal marketing practices. With regard to the different means associated with each of the variables, using the Likert agreement scale used in this questionnaire, it becomes clear what level of agreement the sample has regarding the given statement.

Regarding the analysis of the "Training, Communication and Cultural Initiatives" component, and with all statements at level 4, a single exception was identified. Being the only exception present, and assuming an average of 3.968, the statement "Involvement through external activities that enhance team spirit and employee performance" states that the sample studied takes a neutral attitude in accordance with the statement, neither agreeing nor disagreeing with it.

According to the standard deviation and giving this factor the perception of the discrepancy of responses in relation to the stipulated average (general pattern of responses), several levels are identified, and their analysis is prepared in accordance with them.

As the first five statements are characterized by their moderate standard deviation, the perception of the moderate variability of these statements becomes clear. Thus, despite the general agreement of the sample, through its selection at level 4 (Agree), it is found that there is a moderate dissipation of sample responses across the 5 levels of the Likert scale, as the standard deviation takes moderate values. In all statements with level 4, it is possible to note that the sample mostly agrees with the various statements mentioned associated with the respective level.

In the first component, the standard deviation is low for the first, second, third, and fourth statements, thus demonstrating the little variability of their responses, not dissipating the different sample responses from their central average. This analysis allows us to verify that the sample studied – the JMH employees – has an incidence of responses at level 4, noting that they agree with the stated statement, without great dissipation for the remaining levels, since it has a low standard deviation. Still in the previous component and considering the high-dimensional standard deviation of the fifth and sixth statements, it is possible to see that, despite most responses falling on level 4 (Agree) of the Likert scale, there is a large dissipation of the responses to other levels of the same.

Lastly, in this component, the seventh statement, with a moderate standard deviation, also shows agreement between the employees' perception and the respective statement (level 4 on the Likert scale), but with a moderate dissipation of responses in relation to the remaining levels, as the standard deviation assumes a value of 0.791.

Initially using the general Cronbach's alpha, referred to in the scale's reliability statistics, taking this to be a high value (0.940), the high internal consistency of the various statements in general is noticeable, thus being correlated with the common subject, its component. Regarding the averages associated with each statement, and focusing all of its values on level 4, it is noticeable that, in general, the majority of employees agree with the various statements set out in the organizational satisfaction section. Continuing to analyze the standard deviation of each statement, it is possible to describe how the sample behaves in relation to the disparity of their responses in relation to the five levels arranged on the Likert scale. Having low standard deviations, statements numbers 1, 4, and 7 have little variability in sample responses across the different levels, focusing only on the level perceptible to agreement (4), with no dissipation of responses. As the only high standard deviation is associated with the second statement, it is identified by its great variability of responses between the five levels of the Likert scale, with these dissipating among them, but the magnitude of level 4 prevailing in relation to the others. Also noting some moderate standard deviations, the statements placed in 3rd, 5th, 6th, 8th, 9th, and 10th place in the respective reliability analysis of the satisfaction section have a moderate variability of responses, thus characterizing their dissipation across the different levels as moderate, but with a higher number prevailing at the fourth level ("Agree").

As the previous reliability analysis refers to Involvement, it is developed by separating the two main components associated with it, taking these high values from its general Cronbach's alpha (taking values of 0.893 and 0.887), describing its internal consistency as high and showing the weight of the correlation of the various statements with the component in which they are being inserted. Using Cronbach's alpha associated with each statement arranged in both reliability analyses of the two components inserted in Involvement, it is evident that, through the reduction of this due to the exclusion of the statement, there is an impact on its internal consistency, which is relevant to the component in which it is inserted. Having a single exception to what was previously mentioned, the statement inserted in the first component, "Involvement through flexible working hours", does not observe any change in relation to Cronbach's alpha if it is excluded, maintaining internal consistency in the analysis, its relevance being neutral. Continuing to analyze the averages associated with components 1 and 2 of Organizational Involvement, it is possible to perceive some contrasts regarding the predominance of a level associated with the general perception of the various employees. With the first reliability analysis ("Involvement 1") having, in all statements, the incidence level of 4 ("Agree"), it is possible to observe that, in view of the statements themselves described, sample agreement is predominant. The second reliability analysis, relating to "Involvement 2", connects the evidence of two levels in relation to the statements inserted, being 3 (Neutral) and 4 (Agree).Accounted through the Neutral sample perception, the statements that take the 1st, 4th, 5th, and 6th place in the reliability analysis have as their average the value "3", which is associated with the description "Neutral", which means having no agreement or disagreement with the affirmations. On the contrary, the statements that occupy the 2nd, 3rd, and 7th place in the "Reliability Analysis (Involvement 2)", show an average placed at level 4 (Agree), with the predominance of JMH employees in agreement with these statements.

Regarding the different standard deviations included in the correlation matrix of Table 1, it is possible to refer to different analyses, considering the discrepancy in their values. Starting with "Reliability Analysis (Involvement 1)", two perceptions are identified regarding the various standard deviations of its statements. Being common, in the order represented in the previous analysis, they have a low standard deviation for the 1st, 3rd, and 5th statements, thus describing the little variability/dissipation of the responses to these statements, agglomerating at their predominant level, thus agreeing, in the majority, with the affirmations. At the same time, the 2nd and 5th statements, in the order arranged in the analysis, identify a moderate standard deviation, with some type of dissipation in relation to the sample's responses for the remaining levels, with the greatest weight in the response relative to the concordant perception.

Continuing to the "Reliability Analysis (Involvement 2)", three perspectives of individual standard deviations are identified, these relating to a low, moderate, and high standard deviation. Thus, in the representative order of their analysis, the 1st (first), 4th (fourth), and 6th (sixth) statements are identified by their high standard deviation, highlighting their high discrepancy among responses arranged at different levels, but with the predominance being the neutral perception of JMH employees regarding these statements. However, ordered by the table in which they are inserted, the 5th (fifth) and 7th (seventh) statement are identified through their moderate SD and by the conclusion of some discrepancy in the general pattern of their answers.

Still to the contrary, and having a low valuation DP, the 2nd (second) and 3rd (third) statements do not have a dissipation/variability in their responses, with most of the sample agreeing with the concordant perception regarding these statements. With the various reliability analyses associated with the components of organizational commitment, "Leaving Intention", "Commitment", "Loyalty", and "Dedication", it is possible to identify different statistical behaviors. First, taking into account the Cronbach's alpha and the internal consistency of each component characterized through it, two opposing realities are characterized. In the first context, and taking benefit values for the characterization of good internal consistency, the components "Quitting Intention", "Commitment", and "Loyalty" are identified, these being correlated with the Organizational Commitment of employees. In contradiction, and not having a favorable value for good internal consistency, the component referring to "Dedication" does not contribute significantly to the Organizational Commitment of employees of the object under study, namely JMH. In relation to the individual Cronbach's alpha for each statement included in the components, it is possible to refer to different aspects, which can be reduced, maintained, or even increased if a statement is excluded.

Considering the "Commitment" and "Loyalty" components, it is possible to note that, when excluding any of their statements, Cronbach's alpha is reduced, impacting on the internal consistency of the component, with the totality of statements being relevant to the component in which they are found inserted.

In the "Intention to Quit" component, the previous sequence predominates in its nine statements; however, a difference is noted in this context, identified by the permanence of the value of Cronbach's alpha if the statement "I would change jobs if the organizational climate were more favourable" was excluded. If this statement were excluded, by maintaining the same alpha value (0.926), the internal consistency of the "Intention to Quit" component would not change, identifying the non-relevance of this statement to it. Moreover, having just one difference, the "Dedication" component reveals an increase in its Cronbach's alpha if the statement "I am willing to dedicate more time to my work" is excluded, this is not relevant to its component, as it does not impact its internal consistency. In contradiction, the first three statements of the "Dedication" component impact its internal consistency, having a value that reduces Cronbach's alpha if excluded, thus being relevant to its component. Regarding the different averages associated with each of the statements present in each component, it is possible to verify the identification of four levels of agreement, the only one not present being level 5, which is "Totally Agree". In the "Intention to Abandon" component, the presence of two levels is identified, these being level 1 (Totally Disagree) and level 2 (Disagree). By associating the respective average with the first level, according to the organization of the table, with the 6th (sixth) and 7th (seventh) statements, the total disagreement of employees, in general, with the previous statements is identified. In the "Commitment" component, three levels of the Likert scale are identified, considering the internal number of the average of each statement displayed on it. The disagreement of the sample, emphasizing level 2, shows, in the first three statements of this component, that most responses from JMH employees displayed their disagreement with those statements. Contrary to the previous ones, the last two statements of the "Commitment" component emphasize, through their large size, the agreement of employees with the same statements, with level 4 being predominant. In the "Dedication" component, only the perception of agreement (level 4) of employees with the various statements inserted is identified, this level being the highest in terms of responses. For the purpose of the reliability analysis in the "Commitment" section, it is possible to verify differences through the values related to each statement and their standard deviation, respectively. In the first component “Intention to Abandon”, only high-dimensional standard deviations are identified, which are associated with a high dispersion of sample responses, dissipating between the different levels. In the second component, “Commitment”, two characterizations of the different standard deviations are identified, these being those relating to low and moderate SD. The first two statements included in the table contain a low standard deviation, identifying the low dissipation of sample responses between the different levels of the Likert scale. By contradiction, the following four statements have a moderate standard deviation, which characterizes the existence of some dissipation of the sample responses in relation to the level of predominance, respectively. In the third component, “Loyalty”, it is possible to observe, according to its high standard deviation in the first two statements, the strong dissipation of the sample responses across the different levels. Conversely, the third statement of the same component, which through its moderate DP shows some dissipation of the sample responses across the different levels, which is the same as in the case of the fourth statement of the “Dedication” component. In contradiction to this, the first three statements included in the “Dedication” component identify a low DP, with little dissipation of responses across the different levels, including its predominant one.

Table 1. Correlation Matrix (Pearson)

Variables/Scores		VAR (1)	VAR (2)	VAR (3)	VAR (4)	VAR (5)	VAR (6)	VAR (7)	VAR (8)	VAR (9)
Leadership/Management (1)	R - Pearson	---								
	N	---								
	p - value	---								
Trainning/Communication/ Culture Iniciatives (2)	R - Pearson	0.637	---							
	N	60	---							
	p - value	0.0001	---							
Satisfaction (3)	R - Pearson	0.737	0.851	---						
	N	60	60	---						
	p - value	0.0001	0.0001	---						
Involvement - Component 1 (4)	R - Pearson	0.503	0.553	0.657	---					
	N	60	60	60	---					
	p - value	0.0001	0.0001	0.0001	---					
Involvement - Component 2 (5)	R - Pearson	0.503	0.771	0.765	0.629	---				
	N	60	60	60	60	---				
	p - value	0.0001	0.0001	0.0001	0.0001	---				
Commitment - intention to abandon (6)	R - Pearson	-0.062	-0.025	-0.055	-0.02	-0.009	---			
	N	60	60	60	60	60	---			
	p - value	0.6318	0.8458	0.6689	0.8747	0.9468	---			
Commitment - Engagement (7)	R - Pearson	0.45	0.463	0.549	0.205	0.558	-0.007	---		
	N	60	60	60	60	60	60	---		
	p - value	0.0002	0.0002	0.0001	0.1102	0.0001	0.9583	---		

Variables/Scores		VAR (1)	VAR (2)	VAR (3)	VAR (4)	VAR (5)	VAR (6)	VAR (7)	VAR (8)	VAR (9)
Commitment - Loyaly (8)	R - Pearson	0.306	0.476	0.44	0.517	0.549	-0.02	0.417	---	
	N	60	60	60	60	60	60	60	---	
	p - value	0.0157	0.0001	0.0003	0.0001	0.0001	0.8768	0.0007	---	
Commitment - Dedication (9)	R - Pearson	0.258	0.183	0.273	0.357	0.144	0.083	0.187	0.322	---
	N	60	60	60	60	60	60	60	60	---
	p - value	0.043	0.1545	0.032	0.0044	0.2626	0.52	0.1452	0.0106	---

Source: Authors’ own work based on JAMOVI data analyses.

The use of Pearson's correlation matrix allows the reader to perceive the dimension of the impact of each component, previously developed through principal component analysis, in internal marketing practices.

Being also subdivided into two components, it is necessary to find out the relationships between each component, with the components developed for internal marketing practices, previously called "Training, Communication, and Culture Initiatives" and "Management/Leadership". The agglomeration of all components was developed through the creation of scores, which were carried out during the reliability analysis of each component developed. To this extent, the interpretation of the correlation matrix will be carried out according to the internal marketing scores developed, starting with the correlation of the "Managerial/Manager Score" with all the others and after its completion, continuing with the analysis of the "Training Score, Marketing Initiatives Communication, and Culture", respectively. The Pearson Correlation is, therefore, analyzed in accordance with its correlation coefficient (R) and the p-value significance test.

The coefficient of variation, understood with the symbol "R", varies between -1 (Strong Negative Correlation) and 1 (Strong Positive Correlation), enhancing its analysis through this assumption. The p-value significance test elucidates the behavior of the variable according to its statistical significance, with the hypothesis associated with this being that the p-value is low in relation to the usual values of 0.01, 0.05, and 0.1.

Pearson Correlations with the "Management/Management" Score

As the first correlation to be made is that relating to the "Management/Leadership" score with the "Satisfaction" score and having a correlation coefficient (R) of 0.737, this correlation is characterized by its very strong positive nature, since it is close to the default value 1. At the same time and having a p-value of less than 0.001 (low), rejecting the null hypothesis, the present correlation is characterized as statistically significant. In this way, it is determined that internal marketing practices associated with management/leadership are analyzed as having a very impactful positive factor on the satisfaction of organizational employees, leading to an increase in organizational satisfaction.

Moving on to the second correlation carried out, between the "Management/Leadership" score and "Engagement – Component 1", the same correlation is interpreted through its strong positive nature (R = 0.503), contributing to its low p-value (< 0.001) for statistical significance. It is, therefore, possible to understand that, at JMH, the positive focus on internal marketing practices associated with leadership/management consequently impacts the positive involvement of its employees, with scores varying in the same direction.

Continuing with the third correlation carried out, this one between the "Management/Leadership" score and the "Engagement – Component 2" score, it is characterized by its strong nature (R = 0.503), with its low p-value (< 0.001), demonstrating the statistical significance of the correlation. Through its interpretation, a greater focus on internal marketing practices associated with leadership/management leads to an increase in the involvement of JMH employees, reflecting that the greater your investment, the greater the involvement of your employees.

The fourth correlation between the "Management/Leadership" score and the "Intention to Quit – Commitment" score is characterized by its low negative correlation (R = -0.062), contributing to its high p-value (p = -0.6318) for the insignificant statistical nature of their correlation. Through this correlation, the various internal marketing practices associated with leadership/management are not correlated with employees' intention to leave, with these scores evolving in opposite directions.

Continuing to the fifth correlation, this between the "Management/Leadership" score and the "Commitment – Commitment" score, the same correlation is interpreted through its moderate positive nature (R = 0.450), with its p being less than 0.05 (p = 0.0002) characterizing the statistical significance of the correlation. Through its interpretation, it can be determined that the investment in internal marketing practices associated with leadership/management enhances a positive, but not decisive, impact on the commitment of JMH employees, varying in the same direction at the same time.

The sixth correlation, involving the "Management/Leadership" score and the "Loyalty – Commitment" score, is characterized by its small positive nature ($R = 0.306$), but it is statistically significant ($p = 0.0157 < 0.05$). The same correlation thus provides a positive association between the focus on internal marketing practices associated with management/leadership and employee loyalty, with the latter progressing as a result of an increase in the focus on internal marketing practices related to management/leadership.

The seventh correlation, between the "Management/Leadership" score and the "Dedication – Commitment" score, is characterized by its small positive nature ($R = 0.258$) and statistical significance (with $p = 0.043$ being less than 0.05, thus low).

This correlation makes perceptible the positive, but not crucial, impact of investing in internal marketing practices related to management/leadership on increasing the dedication of JMH employees, with the dimension of dedication resulting from investing in related internal marketing practices with leadership and management.

As the first correlation is made up of the "Training, Communication, and Cultural Initiatives" score and the "Satisfaction" score, it is characterized by its very strong positive nature ($R = 0.851$) and by its statistically significant correlation ($p = < 0.001$). Therefore, according to the previous correlation, a greater focus on internal marketing practices associated with training, communication, and cultural initiatives leads to an increase in satisfaction among JMH employees, or in a contractual perception, evolving the variables simultaneously.

The second correlation, between the "Training, Communication, and Culture Initiatives" score and the "Involvement – Component 1" score, is interpreted through its strong positive correlation ($R = 0.553$), together with its statistical significance ($p = < 0.001$).

Through this correlation, the positive impact of investing in internal marketing practices associated with training, communication, and cultural initiatives on employee engagement is noticeable, progressing according to the size of the investment in internal marketing practices of this variant.

The third correlation, involving the "Training, Communication, and Culture Initiatives" score and the "Engagement – Component 2" score, is characterized by its very strong positive correlation ($R = 0.771$) and its statistical significance ($p = <0.001$).

This correlation emphasizes that a greater focus on internal marketing practices associated with training, communication, and culture initiatives enhances greater involvement of JMH employees, or on the contrary, developing both scores in the same direction.

The fourth correlation, between the “Training, Communication, and Cultural Initiatives” score and the “Intention to Quit” score, is characterized by its low negative correlation ($R = -0.025$), together with its statistical insignificance. Through this correlation, it is conveyed that there is no relationship between the focus on internal marketing practices related to training, communication, and culture initiatives and the intention to leave of JMH employees, these varying in opposite directions.

The fifth relationship, between the “Training, Communication, and Culture Initiatives” score and the “Commitment – Commitment” score, emphasizes a moderate positive correlation ($R = 0.463$), in conjunction with statistical significance ($p = 0.0002$). This correlation, thus the commitment to good internal marketing practices related to training, communication, and cultural initiatives, impacts, although not resolutely, the commitment of JMH employees, developing toward the same direction simultaneously.

The sixth correlation, regarding the scores “Training, Communication, and Cultural Initiatives” and “Commitment – Loyalty”, is characterized by its positive and moderate correlation ($R = 0.476$), and simultaneously by its statistically significant nature ($p = < 0.0001$). Through this correlation, it is possible that the variables develop in the same direction, depending on the size of the focus on appropriate internal marketing practices and their consequent impact on employee loyalty.

The last correlation, relating to the scores for “Training, Communication and Cultural Initiatives” and “Commitment – Dedication”, is characterized as low positive ($R = 0.183$), thus it is not statistically significant. This correlation, despite the evolution of both variables in the same direction showing a positive impact of the internal marketing practices on the dedication of its employees, is subject to third-party obstacles, interfering in its significance.

Conclusions

This study set out to examine the influence of internal marketing strategies on talent retention at Jupiter Marina Hotel (JMH), with particular emphasis on employee satisfaction, engagement, and commitment. Through a comprehensive analysis using both quantitative and qualitative data, the study confirmed the significant role internal marketing has in retaining key talent within the hospitality industry.

Consistent with the conceptual framework established by Allen (2021) and other scholars, this research demonstrates that internal marketing practices positively impact employee retention through their effect on satisfaction, involvement, and organizational commitment. The findings indicate that effective internal marketing strategies – such as leadership development, transparent communication, ongoing employee training, and the promotion of a strong organizational culture – are instrumental in fostering a work environment that enhances talent retention.

Specifically, the study revealed that internal marketing practices at JMH led to high levels of employee satisfaction. This satisfaction was found to be strongly correlated with the company's investment in internal training, leadership involvement, and cultural initiatives, suggesting that organizations that prioritize these areas are more likely to retain their employees. Additionally, engagement and commitment were identified as critical mediating factors in this relationship, with engaged employees demonstrating a stronger connection to the organization and a lower likelihood of turnover. These findings align with prior research, which emphasizes that committed and engaged employees are more likely to remain loyal to their organization, even in highly competitive job markets.

The analysis also uncovered a direct link between leadership practices and talent retention. Employees who perceive their leaders as supportive, communicative, and invested in their professional growth are more likely to feel valued and remain with the organization. This underscores the need for leadership development programs that not only enhance managerial skills but also emphasize the importance of fostering positive employee relationships.

Value Added:

This study provides a significant contribution to the literature on internal marketing and talent retention by linking internal marketing strategies directly to key retention outcomes in the hospitality industry. The insights derived from JMH offer a practical roadmap for other organizations within the Jupiter Hotel Group and the broader hospitality sector, highlighting how strategic internal marketing practices can lead to higher retention rates. Additionally, by integrating both employee and managerial perspectives, the research provides a well-rounded understanding of the dynamics at play, ensuring that the results are both comprehensive and actionable.

Recommendations:

To maximize talent retention, organizations like JMH should continue to refine and expand their internal marketing practices. Specifically, greater attention should be paid to leadership development, ensuring that managers are equipped to support and inspire their teams. Continuous training and development programs should be emphasized, not only as tools for professional growth but also as a way to signal investment in the long-term careers of employees. Furthermore, organizations should prioritize transparent and consistent communication, particularly around career progression and the impact of employee contributions on organizational success. By doing so, organizations can cultivate a sense of belonging and commitment, reducing turnover and retaining high-value talent.

It is recommended that other units within the Jupiter Hotel Group adopt a similar approach to internal marketing, with a focus on standardizing best practices across the organization. This will enable the Group to replicate JMH's success in talent retention, ensuring a more consistent employee experience throughout its various properties.

Limitations and Future Research:

While this study provides valuable insights, it is not without limitations. The primary limitation is the focus on a single case study within the hospitality sector, which may limit the generalizability of the findings to other industries. Future research should seek to replicate this study across multiple organizations and sectors to validate the generalizability of the results. Additionally, longitudinal studies could offer further insights into the long-term effects of internal marketing on talent retention.

Moreover, future research could explore the specific impact of different types of internal marketing initiatives (e.g., leadership styles, communication strategies, and employee benefits) on various employee outcomes, such as job satisfaction, engagement, and loyalty, across different demographic groups. This would provide a more granular understanding of how internal marketing can be tailored to meet the diverse needs of the modern workforce.

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